

ANALYSIS OF COMMUNICATION STRATEGIES IN IMPROVING THE EFFECTIVENESS OF ADMINISTRATIVE TASK IMPLEMENTATION IN THE GENERAL SECTION OF THE NATIONAL UNITY AND POLITICS AGENCY OF LAMPUNG PROVINCE

Zelvia Irvina¹, Agus Purnomo²

¹Master of Public Administration Student, Bandar Lampung University, Indonesia

²Master of Public Administration Student, Bandar Lampung University, Indonesia

Email: zelviairfn@gmail.com¹, agus.purnomo@ubl.ac.id²

E-ISSN : 3109-9777

Received: March 2026

Accepted: March 2026

Published: April 2026

Abstract:

The research method used is descriptive qualitative research. This method aims to describe the analysis of communication strategies in improving the effectiveness of administrative tasks in the General Section of the National Unity and Politics Agency of Lampung Province. All data were obtained directly from informants in the field using interviews and document studies. The results of the study indicate that, in general, communication strategies in the General Section of the National Unity and Politics Agency of Lampung Province play a significant role in improving the effectiveness of administrative tasks. Communicators have served as a fairly credible source of information, messages are delivered formally, although they still need to be more concise and clear. Communication channels support coordination, but the use of digital media needs to be improved. Furthermore, communicators are generally able to understand and act on information. Overall, strengthening an integrated communication strategy can further improve the effectiveness of administrative performance.

Keywords: Strategy, Communication, Effectiveness, Tasks

INTRODUCTION

An effective communication strategy does not only relate to the ability to convey messages, but also includes planning, selecting appropriate communication media, managing information flow, and building harmonious interpersonal relationships. With a good communication strategy, every employee will have a shared understanding regarding objectives, procedures, and responsibilities, allowing the implementation of administrative tasks to run efficiently and productively.

In the General Section of the National Unity and Politics Agency (Kesbangpol) of Lampung Province, the effectiveness of administrative task implementation is significantly influenced by how internal communication is managed. The General Section is responsible for managing correspondence, staffing, logistics, and coordination of activities involving various divisions within Kesbangpol. The complexity of these tasks demands open, systematic, and structured communication to avoid misinformation, delays, or overlapping work.



The communication strategy in this context not only involves message delivery, but also planning communication, selecting appropriate media, formal or informal channels, and building conducive interpersonal relationships. With an effective communication strategy, the General Section can improve internal coordination, speed up administrative processes, and strengthen a collaborative work culture within Kesbangpol Lampung Province.

Additionally, the bureaucratic work culture that tends to be formal and hierarchical often becomes an obstacle to open and participatory communication. Administrative employees sometimes hesitate to express opinions, criticisms, or innovations due to concerns about violating bureaucratic norms. In fact, healthy two-way communication is the basis for creating strong and productive teamwork. This shows that a good communication strategy is not only technical, but must also consider psychological and social aspects within the workplace.

Therefore, strategic steps are needed to strengthen internal communication governance, such as developing work guidelines, increasing staff capacity, and developing modern administrative information systems. These improvements are expected to enhance coordination effectiveness, administrative consistency, and overall organizational service quality.

From the background and observations of administrative task implementation in the General Section of Kesbangpol Lampung Province, several problems related to organizational communication strategy were identified:

1. Internal communication strategies among employees and divisions are not yet optimal. Communication remains one-way and does not fully support effective work coordination.
2. Limited use of modern communication media in administrative activities. Information dissemination is still done manually (physical letters or personal messages), causing delays and inefficiencies.
3. Absence of a planned and structured communication strategy designed by the leadership.
4. Low employee understanding of the importance of effective communication in administrative task implementation.

Based on the background and identified issues, the research problems are:

1. How is the communication strategy in improving the effectiveness of administrative task implementation in the General Section of the National Unity and Politics Agency of Lampung Province?
2. What supporting and inhibiting aspects influence the communication strategy in improving the effectiveness of administrative task implementation in the General Section of the National Unity and Politics Agency of Lampung Province?

Literature Review

Concept of Communication Strategy

A communication strategy is essentially a systematic planning regarding the methods, media, and approaches used to achieve communication effectiveness. According to Effendy (2003), a communication strategy is a combination of planning and management in delivering the right message to the right audience using appropriate methods and media so that communication objectives can be achieved optimally. In other words, it is “the best way to communicate effectively in a specific situation.”

In administrative contexts, a communication strategy is crucial for structuring information flow both vertically (superior-subordinate) and horizontally (inter-employee or inter-division). Unplanned communication can lead to overlapping tasks, delays in administrative completion, and reduced productivity. A good communication strategy integrates managerial, technical, and interpersonal functions to ensure administrative processes run effectively.

A well-implemented communication strategy creates harmonious coordination, enhances employee responsibility, and builds a collaborative organizational culture. Conversely, a poor strategy may cause information gaps, internal conflict, and administrative inefficiency.

In the digital era, communication strategies must be adaptive to technological developments. Electronic administrative systems, digital correspondence applications, and online communication platforms (email, work groups, document management systems) can enhance effectiveness when supported by proper strategies.

A communication strategy also involves ensuring that messages are understood, accepted, and responded to correctly. Feedback is essential in assessing whether messages are implemented properly. In administrative contexts, feedback helps correct errors, speed up coordination, and ensure procedural compliance.

Thus, a well-designed communication strategy supports efficient work, strong inter-unit coordination, and improved service quality.

Concept of Improving Effectiveness

Effectiveness relates to the degree to which goals are achieved. In organizational settings, it reflects how well processes, resources, and strategies achieve expected outcomes.

Effectiveness in administrative task implementation is greatly influenced by good organizational communication. Without clear and directed communication, essential information for planning, executing, and controlling administrative work cannot be delivered properly.

For example, delayed delivery of task letters can hinder field activities; unclear instructions can cause errors. These problems often stem from weak internal communication strategies.

Thus, improving administrative effectiveness requires deliberate, open, and goal-oriented communication strategies.

Improving effectiveness is a systematic effort to ensure all activities, resources, and strategies produce optimal results aligned with organizational

goals. In public organizations, it also involves improving service quality, accuracy of policy implementation, and satisfaction of stakeholders.

In this study, the concept refers to Effendy (2023), who defines communication strategy as systematic and comprehensive planning of message delivery so the message is accepted, understood, and produces expected effects.

Dimensions include:

1. Communicator - the person delivering the message (leadership, administrative officers).
2. Message - the content (instructions, reports, policies).
3. Channel/Media - communication tools (meetings, official letters, email, direct communication).
4. Communicant - the message recipient (employees responsible for administrative tasks).

RESEARCH METHOD

This study uses a qualitative descriptive method to understand how communication strategies improve administrative task implementation in the General Section of Kesbangpol Lampung Province. This method allows the researcher to describe facts and communication processes as they occur naturally, without manipulating variables.

FINDINGS AND DISCUSSION

Communicator (Source Dimension)

The implementation of administrative tasks necessitates effective coordination and communication among organizational personnel. Within the General Section of Kesbangpol, communication plays a strategic role in disseminating information, policies, instructions, and facilitating administrative coordination.

An interview with the Head of the General Section (December 2015) revealed that leadership communication is conducted in a structured and directive manner. Instructions and policies are delivered through formal meetings as well as direct interpersonal communication, ensuring that staff clearly understand their respective duties and responsibilities.

The communicator dimension encompasses several critical attributes, including credibility, competence, trustworthiness, and leadership communication style. Effective leaders are not only responsible for decision-making but must also communicate those decisions in a manner that is clear, persuasive, and comprehensible. The findings indicate that leadership within the General Section demonstrates a relatively strong communicative role; however, variations in communication effectiveness still occur depending on situational and interpersonal factors.

Message (Message Dimension)

The message dimension focuses on the clarity, structure, consistency, and relevance of the information conveyed. Findings from interviews suggest that organizational messages are generally communicated using simple and detailed language, with particular emphasis on work objectives and procedural steps.

According to the Head of the General Section (December 2015), messages are intentionally formulated to facilitate ease of understanding among staff. Similarly, the Head of the Sub-Division of General Affairs and Staffing emphasized that clear message delivery enables employees to implement administrative tasks in accordance with established procedures.

Despite these efforts, field observations reveal that certain administrative messages remain excessively lengthy, overly normative, and insufficiently structured. This condition may reduce message effectiveness and hinder optimal comprehension among employees. Therefore, improvements in message design particularly in terms of conciseness and systematic structuring are necessary to enhance communication outcomes.

Channel / Media (Channel Dimension)

Communication within the General Section is conducted through multiple channels, including formal meetings, direct interpersonal communication, official correspondence (such as letters and memos), and digital media platforms.

The Head of the General Section noted that digital communication tools, particularly messaging applications, have become increasingly important in supporting timely information dissemination. This is supported by administrative staff, who reported that direct communication and digital messaging are the most effective channels due to their speed and clarity.

However, several challenges persist, particularly related to disparities in digital literacy among employees and the inconsistent utilization of digital communication systems. These limitations may lead to inefficiencies and information gaps, indicating the need for capacity-building initiatives and standardized communication protocols.

Communicant (Recipient Dimension)

In organizational communication, the communicant is not merely a passive recipient but an active interpreter of messages. The effectiveness of communication is therefore influenced by the recipient's ability to understand, interpret, and respond appropriately to the information received.

Interviews with both leadership and staff indicate that employees generally demonstrate a good level of understanding and responsiveness to conveyed information. When ambiguities arise, employees tend to seek clarification directly from their superiors, which supports task completion within designated timelines.

Nevertheless, the findings also reveal the existence of gaps between message delivery and employee interpretation. These discrepancies suggest that current communication strategies have not fully ensured uniform understanding across all personnel. Consequently, there is a need to strengthen feedback mechanisms and adopt more adaptive communication approaches to minimize misinterpretation and enhance overall organizational effectiveness.

CONCLUSION

1. Generally, the performance of employees in supporting administrative activities is quite good. Communication runs adequately across communicator, message, media, and communicant dimensions, though challenges remain.
2. Inhibiting factors include:
 - a. Communicator: limited leadership time, uneven communication abilities.
 - b. Message: urgent or changing agendas cause incomplete information flow.
 - c. Media: suboptimal use of communication media and technical barriers.
 - d. Communicant: varying understanding, experience, and workload affecting message absorption.

REFERENCES

- Cangara, Hafied. (2017). *Perencanaan dan Strategi Komunikasi*. Jakarta: RajaGrafindo Persada.
- Katz, Daniel & Kahn, Robert L. (2019). *The Social Psychology of Organizations*. New York: John Wiley & Sons.
- Kreps, Gary L. (2021). *Organizational Communication: Theory and Practice*. New York: Longman
- Liliweri, Alo. (2015). *Komunikasi Antarpribadi*. Bandung: Citra Aditya Bakti
- Littlejohn, Stephen W., & Foss, Karen A. (2021). *Theories of Human Communication* (10th ed.). Long Grove, IL: Waveland Press.
- Miles, Matthew B., Huberman, A. Michael, & Saldaña, Johnny. (2024). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). Thousand Oaks, CA: Sage Publications.
- Moleong, Lexy J. (2019). *Metodologi Penelitian Kualitatif*. Bandung: PT Remaja Rosdakarya.
- Morissan. (2018). *Teori Komunikasi: Individu Hingga Massa*. Jakarta: Prenadamedia Group
- Pemerintah Republik Indonesia. (2014). *Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah*. Jakarta: Sekretariat Negara.
- Pemerintah Provinsi Lampung. (2022). *Dokumen Renstra Badan Kesatuan Bangsa dan Politik Provinsi Lampung Tahun 2020–2024*. Bandar Lampung: Bakesbangpol Provinsi Lampung.
- Pemerintah Provinsi Lampung. (2023). *Laporan Kinerja Instansi Pemerintah (LKjIP) Badan Kesatuan Bangsa dan Politik Provinsi Lampung Tahun 2023*. Bandar Lampung: Bakesbangpol Provinsi Lampung.

- Purnomo, Agus, 2023. Analisis Penerapan Sistem Informasi Manajemen Kepegawaian, erbit di edisi Vol 9 No 3 (2023) jurnal e-JKPP; topik terkait kualitas pelayanan pegawai (kemungkinan dalam konteks layanan publik atau institusi).
- Purnomo, Agus, 2023. Analisis Implementasi Pengawasan Cukai Hasil Tembakau di Provinsi Lampung (studi pada Kantor Wilayah DJBC Sumatera Bagian Barat), Journal EJKPP.
- Robbins, Stephen P., & Judge, Timothy A. (2017). *Organizational Behavior* (17th ed.). New Jersey: Pearson Education.
- Ruslan, Rosady. (2016). *Manajemen Public Relations dan Media Komunikasi: Konsep dan Aplikasi*. Jakarta: RajaGrafindo Persada
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: Refika Aditama.
- Siagian, Sondang P. (2024). *Administrasi dan Manajemen Pemerintahan*. Jakarta: Bumi Aksara.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- Tjiptono, Fandy. (2015). *Strategi Pemasaran*. Yogyakarta: Andi Offset.
- Thoha, Miftah. (2023). *Birokrasi dan Politik di Indonesia*. Jakarta: RajaGrafindo Persada.
- Widodo, Joko. (2018). *Analisis Kebijakan Publik: Konsep dan Aplikasi Analisis Proses Kebijakan Publik*. Malang: Bayu Media.
- Wursanto, Ig. (2012). *Administrasi Perkantoran Modern*. Yogyakarta: Kanisius.